



GOVERNMENT OUTCOMES LAB

Social Outcomes Conference 2025 4-5th September

WELCOME

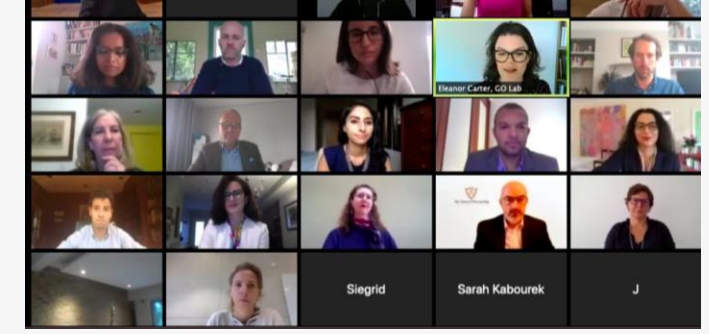


@Government Outcomes Lab



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Welcome to the 8th edition of the Social Outcomes Conference



SOC25 at a glance

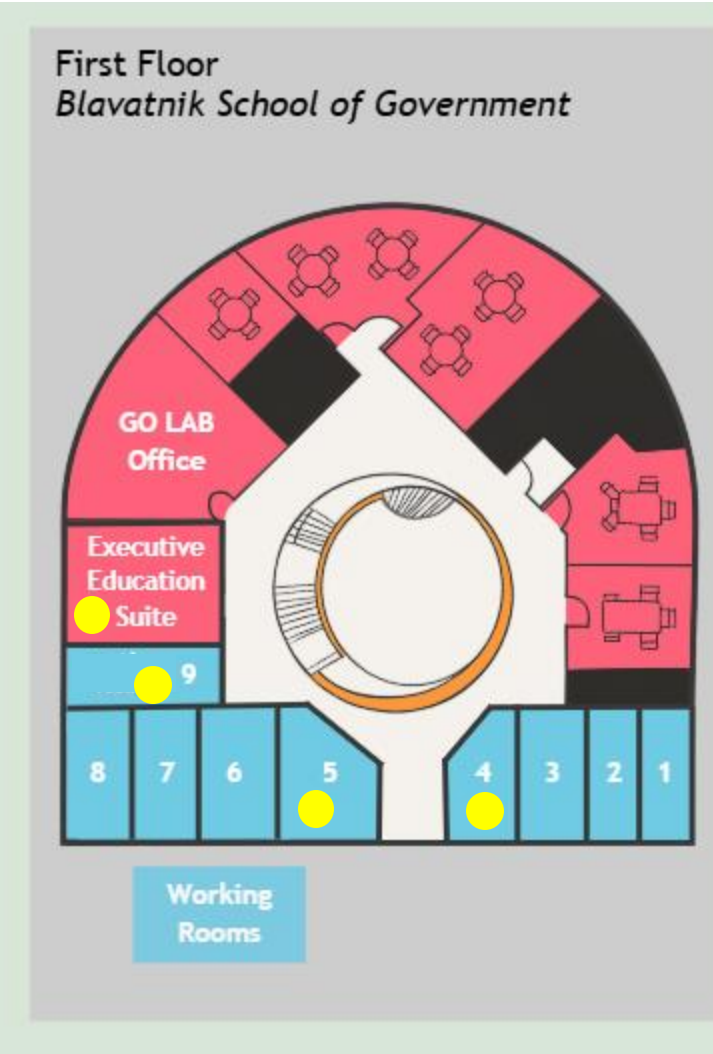
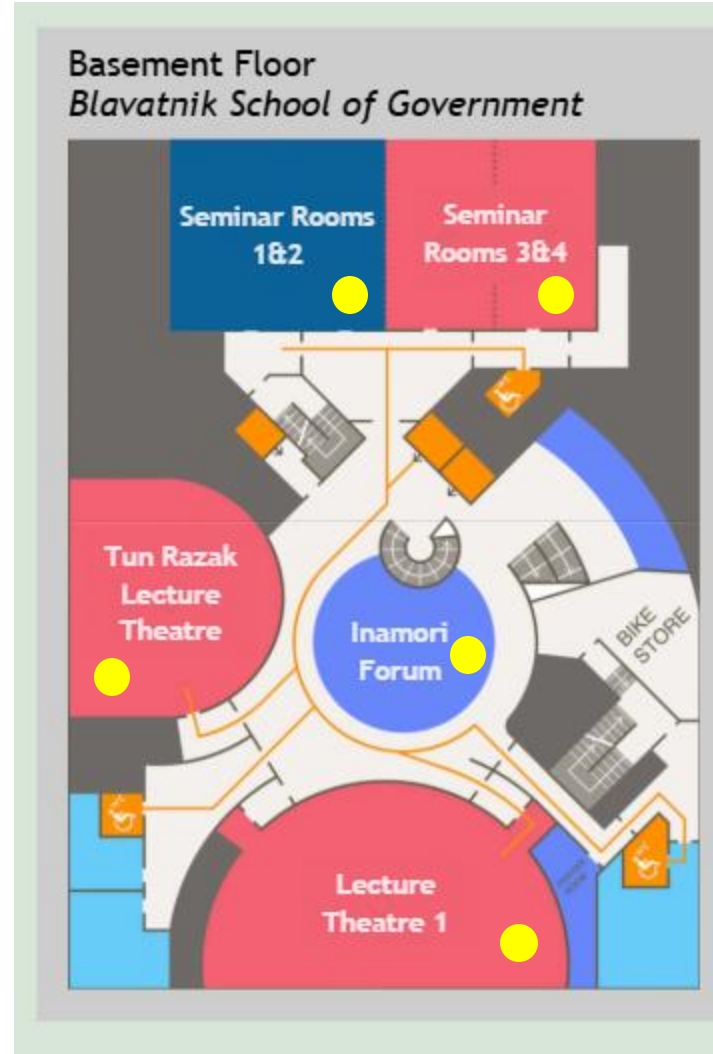
- **30** sessions
- **75** speakers from **25** countries
- **500+** participants online & in-person
- **20+ posters** at the Social Impact Gallery
- Book launch

Social Outcomes Conference 2025		
Overview	Programme	FAQs Information for in-person participants Book your ticket
Day 1 Thu 4 Sep 2025	Day 2 Fri 5 Sep 2025	
🕒 08:15 Registration opens	+	
🕒 09:00 Official SOC25 photograph	+	
🕒 09:15 Welcome to the Social Outcomes Conference 2025	+	
🕒 09:30 Keynote address by Professor Mario Calderini & panel discussion	+	
🕒 11:00 Break		
🕒 11:45 Spotlight sessions	✕	
🕒 11:45 Social Outcomes Partnerships in the UK: Learning and evidence from the two largest outcomes funds in the UK	+	
🕒 11:45 Nurturing ecosystems for outcomes-based partnerships: examples from across Latin America	+	
🕒 11:45 Lessons from the world's first development impact bond for adolescent sexual and reproductive health in Kenya		
🕒 11:45 Establishing a Swedish outcome lab – national support function and outcomes financing		
🕒 11:45 A framework for capturing transaction costs in Social Outcomes Partnerships: Insights from the evaluation of the Mental Health & Employment Partnerships		



SOC25 at a glance

- 4 x Workshops (Day 1)
- 8 x Spotlight sessions (Day 1)
- 8 x Croissants & collaborations (Day 2)
- 4 x Policy Deep Dives (Day 2)



SOC25 at a glance

- Live from the Blavatnik School & online via Zoom
 - **In person:** you can still join Zoom, but please keep your audio off.
 - **On Zoom:** introduce yourself in the chat and make sure your name and organisation are visible.
- We will use **Slido** for questions from both online and in-person participants.
- Hybrid sessions will be **recorded** & shared on the GO Lab website, alongside the programme and slides.
- The **GO Lab team** is ready to help you both online and in person.





Join at
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#SOC25



Welcome to the Blavatnik School of Government



Professor Ngaire Woods

Founding Dean of the Blavatnik School of Government
University of Oxford



Turning Pressure into Progress: Unlocking the Next Chapter of the Impact Economy

Professor Mario Calderini

Full Professor, Director of Tiresia
Politecnico di Milano, School of Management



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#SOC25





S.D. Shibulal

Founder, ShikshaLokam and Co-Founder, Infosys



GOVERNMENT OUTCOMES LAB

Panel discussion



Deanna Malatesta
Indiana University



Richard Hawkes
British Asian Trust



Dr Mara Airoidi
University of Oxford
Chair



SD Shibulal
The Shibulal Family
Philanthropic Initiatives



Louisa Mitchell MBE
AllChild



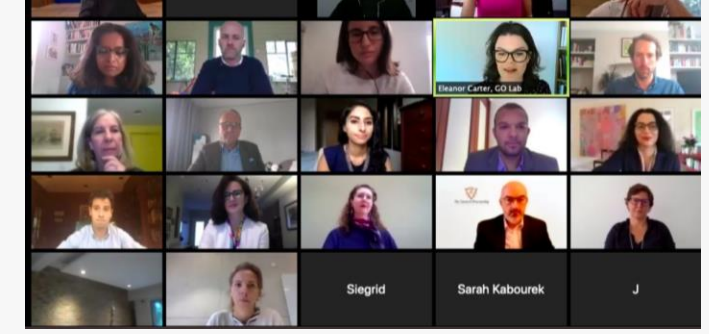
Mario Calderini
Politecnico di Milano
School of Management



Coffee break

IN PERSON ONLY:
Spotlight Sessions 11.45am BST
Lunch 12.30pm BST

ONLINE & IN PERSON
Workshops 1.30pm BST



Check out the programme & choose your session

Spotlight sessions

(in person only)

Basement Floor

Leveraging technology and machine learning for better impact measurement (evidence from Jordan and Lebanon)

Time: 11:45-12:30

Location: Seminar Room 4 (Basement floor)

Session lead: Nicolas Baumgartner (Near East Foundation)

Nurturing ecosystems for outcomes-based partnerships: examples from across Latin America

Time: 11:45-12:30

Location: Seminar Room 1 (Basement Floor)

Session leads: Flavia Tinelli (Acrux), Siegrid Holler (Instiglio)

Cash with purpose: Camden's dual pilots for pregnancy and youth employment

Time: 11:45-12:30

Location: Seminar Room 3 (Basement Floor)

Session leads: Jonathan Tan (Greater Change), Dr Jun Nakagawa (London Borough of Camden)

A framework for capturing transaction costs in Social Outcomes Partnerships: Insights from the evaluation of the Mental Health & Employment Partnerships

Time: 11:45-12:30

Location: Seminar Room 2 (Basement Floor)

Session leads: Emily Hulse (University of Oxford)



First Floor

Social Outcomes Partnerships in the UK: Learning and evidence from the two largest outcomes funds in the UK

Time: 11:45-12:30

Location: Group Working Room 9 (First Floor)

Session leads: Andreea Anastasiu (University of Oxford), Neil Stanworth (ATQ Consultants)

Establishing a Swedish outcome lab - national support function and outcomes financing

Time: 11:45-12:30

Location: Group Working Room 5 (First Floor)

Session leads: Tomas Bokström, Anna Balkfors & Nina Lindqvist (Public Health Agency of Sweden)

Lessons from the world's first development impact bond for adolescent sexual and reproductive health in Kenya

Time: 11:45-12:30

Location: Group Working Room 4 (First Floor)

Session lead: Benoit Renard (Tiko)

Strengthening grassroots collective action for education in India

Time: 11:45-12:30

Location: Executive Education Seminar Room (First Floor)

Session lead: Dr Harry Bregazzi (University of Oxford), Neeraj Doddamane (ShikshaLokam), Kumari Shibulal (Shibulal Family Philanthropic Initiatives)

#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

Coffee break

UP NEXT:
Spotlight Sessions 11.45am BST



Check out the programme & choose your session



#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

Lunch

UP NEXT:
Workshops from 1.30pm



Check out the programme & choose your session



#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

Workshops (13:30 start)

Capital for change: the investor role in social outcomes contracts

Time: 13:30 - 15:00

Location: Seminar Room 1 (Basement floor)

Chair: Jess Reedy (University of Oxford)

Speakers: Aman Johal (Better Society Capital), Joachim Werr (Utfallsfonden), Richard Hawkes (British Asian Trust), Dr Eleanor Carter (University of Oxford), Gabriele Guaita (UBS)

Prototyping the Future of Complex Public Service Contracts: Testing, Learning, and Scaling Formal-Relational Approaches

Time: 13:30 - 15:00

Location: Tun Razak Lecture Theatre (Basement floor)

Chairs: Dr Felix-Anselm van Lier and Michael Gibson (University of Oxford)

Speakers: Liam Sloan, Connie van Zanten and Cate McLaurin (Public Digital)

Outcomes-focused partnerships: Exploring pathways for impact at scale

Time: 13:30 - 15:00

Location: Seminar Rooms 3&4 (Basement floor)

Chairs: Andreea Anastasiu (University of Oxford) and Louise Savell (Social Finance)

Speakers: James Magowan (DCMS UK), Lee Whitehead (Manchester Metropolitan University), Hilary Olson (Research consultant), David Parks (The Skill Mill), Richard Germond (Save the Children), Mila Lukic (Bridges Outcomes Partnerships), Caroline Bernadi (Village Enterprise)

From reporting to value creation: impact measurement as a strategic tool in social outcome projects

Time: 13:30 - 15:00

Location: Seminar Room 2 (Basement floor)

Chairs: Tommaso Tropeano and Enrico Bellazzecca (Politecnico di Milano)

Speakers: Dale Renner (Latitude Network), Lily O'Flynn (Renaissi), Ailsa Cook (Matter of Focus), Shraddha Iyer (British Asian Trust), Ben Eyre (University of East Anglia), Dr Mara Airoldi (University of Oxford)

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GOVERNMENT OUTCOMES LAB

Capital for change: the investor role in social outcomes contracts

Chair: Jessica Reedy, University of Oxford



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Session engagement

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GOVERNMENT
OUTCOMES
LAB

Capital for change: the investor role in social outcomes contracts

4th September 2025



@Government Outcomes Lab



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Meet the Government Outcomes Lab



WHAT

A global centre of expertise, based at the Blavatnik School of Government, University of Oxford



MISSION

To enable governments across the world to foster effective partnerships with the non-profit & private sectors for better outcomes



OUR TEAM

We are an international team of multi-disciplinary researchers, data specialists & policy experts

GO Lab generates actionable knowledge, offering a comprehensive and evidence-based approach to the study of cross-sector partnerships through the three main strands of our work: research, data & engagement.



HOW: Understanding Outcomes Partnerships (aka. Social Impact Bonds)

Outcome payer
Identifies social or
environmental issue,
defines payable
outcome measures,
pays for achieved
social outcomes

People, communities or environments
who aspire to improved outcomes

Service provider
Works with
participants and
communities to
achieve outcomes
success

Investor
Provides upfront
funding for the service
provider

Partners and responsibilities in an impact bond

Much like a kaleidoscope, depending on each stakeholder's perspective, impact bonds are either:

- a) **For government:** a commissioning tool and potential vehicle for public service reform i.e., an opportunity to 'achieve more with less' or improve effectiveness, to achieve innovation, collaboration or prevention
- b) **For funders:** an accountability tool to ensure programmes achieve intended long-term outcomes;
- c) **For investors:** a way to align social and financial returns and offer a credible route to demonstrating impact or pursuing an impact investment strategy;
- d) **For social sector delivery organisations:** a multi-year funding model bringing predictable but flexible funding, the opportunity to scale up interventions and develop an evidence-base;
- e) **For people participating in services** funded through an impact bond: the promise is that social programmes are more attuned to their support needs, are personalised and secure meaningful involvement through 'co-production' of outcomes

WHY: Overcoming perennial challenges in public service delivery

Public
service challenge

Fragmented delivery and
'siloed' budgets

Short-term focus
(political & financial)

Difficulty creating change

Implications for
services

Fragmented public services:
duplications, gaps, inadequate
communication

Reactive public
services responding to crises

Poor performing services go
unchanged

Implications for
citizens

Fragmented, reactive, stagnant services which fail to respond to the needs of citizens

Implications for
commissioners

COLLABORATION

Enable collaboration across
multiple commissioners &
within provider networks.
Service activities 'wrap around'
service users.

PREVENTION

Enable 'invest-to-save'.
Dual-running of services with
(social) investors funding
'upstream' interventions.

INNOVATION

Risk transfer enables innovation.
New interventions.
Enhanced performance
management.
Systematic learning.

Capital for Change - Enabling 'partnership'?

- Longevity and durability

Partnerships cannot reasonably take place in short-term arrangements.

- Emphasis on risk sharing

All parties bear parts of the risks involved.

- Shared objective

'True' partners share a joint sense of purpose and have clarity over shared objective and endeavour.

Negotiation Strategies

A New Approach to Contracts

How to build better long-term strategic partnerships by David
Frydlinger, Oliver Hart, and Kate Vitasek

From the Magazine (September-October 2019)





Joachim Werr
Utfallsfonden



Aman Johal
Better Society
Capital



Gabriele Guaita
UBS Optimus
Foundation



Richard Hawkes
British Asian Trust



Dr Eleanor Carter
University of Oxford



Jessica Reedy
University of Oxford
Chair

Capital for change: next steps



Get the memo of the key successes, barriers, and recommendation from the workshop



Continue the conversation with GO Lab or panellist



Build the community: share next steps, actions, and potential in capital for change

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Coffee break

UP NEXT:
Big Picture from 15:30



Check out the programme & choose your session



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BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



GOVERNMENT OUTCOMES LAB

Prototyping the Future of Complex Public Service Contracts: Testing, Learning, and Scaling Formal-Relational Approaches

Co-Chairs: Dr Felix-Anselm van Lier and Michael Gibson,
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GOVERNMENT OUTCOMES LAB

Outcomes-focused partnerships: Exploring pathways for impact at scale

Chairs: Andreea Anastasiu, University of Oxford & Louise Savell, Social Finance



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Chasing the Holy Grail?



Social outcomes
contracts & system
strengthening

A conceptual framework

Working Paper - September 2022

Louise Savell - Director, Social Finance



Many Paths up the Mountain of Strengthening Systems through Outcomes-Based Finance

Updated: Sep 26, 2024

22 August 2024

This is the second of two blogs sharing insights from a learning group on innovative finance in education, co-facilitated by the [Education Finance Network](#) and the [Education Outcomes Fund](#). The group has brought together experts from 34 organizations in five discussion sessions over a period of nine months for an earnest exchange on opportunities

ECORYS

How Does Your SIB Garden Grow?
Overcoming barriers to cultivating a SIB forest

James Ronicle, Ecorys
Impact Bond Working Group, London, 3 March 2020



Some recurring themes

- Technical capacities **AND** behavioural change
- Importance of learning systems within **AND** across organisations
- Robust evidence generation **AND** compelling story-telling
-
- Lack of single, shared understanding of what we mean by ‘*scale*’, ‘*mainstreaming*’ etc.
- Different pathways and strategies for using outcomes-based approaches to achieve impact at scale are emerging

We are making progress, but can we accelerate pace through collective learning and sharing of best practice?

Our exploration of pathways for impact at scale

Part I. **Rapid fire contributions from our workshop leads:** Practice, evidence & learning from the field

Part II. **Group discussions:** Collective learning & action

- **Pathway 1** - Innovation in service delivery: **facilitated by Davie & Louise**
- **Pathway 2** - Institutional learning within delivery organisations practices & ways of working): **facilitated by Richard & Caroline**
- **Pathway 3** - Partnerships with government (at local & central level) for system level change: **facilitated by Mila & James**
- **Pathway 4** - Effective ways of working at local level (within local ecosystems of provision) **facilitated by Hilary & Andreea**



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Our session leads



David Parks OBE
The Skill Mill



Caroline Bernadi
Village Enterprise



Richard Germond
Save the Children UK



James Magowan
Department for Culture,
Media and Sport



Hilary Olson
Research Consultant



Mila Lukic
Bridges Outcomes
Partnerships

- **Pathway 1** - Innovation in service delivery:
Davie
- **Pathway 2** - Institutional learning within
delivery organisations practices & ways of
working): **Richard & Caroline**
- **Pathway 3** - Partnerships with government
(at local & central level) for system level
change: **Mila & James**
- **Pathway 4** - Effective ways of working at
local level (within local ecosystems of
provision): **Hilary**



Sierra Leone Education Innovation Challenge (SLEIC)

The potential for OBF to influence our ways of working

- What have we learned?
- Implications and ways forward

Richard Germond, Senior Education Advisor
Save the Children UK

Learning agenda: exploring the potential benefits of outcomes contracts for Save the Children



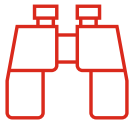
Driving a culture of impact – incentivising a laser focus on the delivery of outcomes first and foremost



Going beyond business as usual – to ensure common blockers and challenges are quickly resolved



Designing scalable interventions – that national governments can then scale up

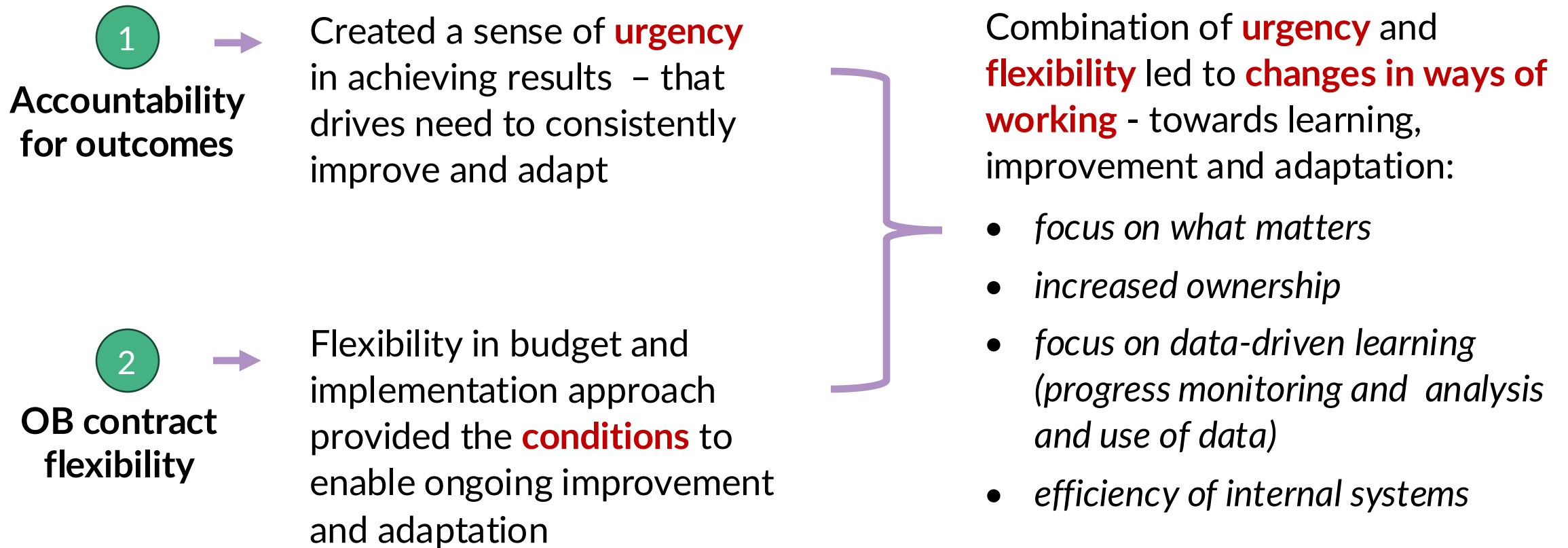


Measuring our impact – by rigorously measuring the quality and impact of our work on children



Driving new and innovative sources of funding towards our missions and goals

How did an Outcomes Based contract influence our Ways of Working in SLEIC?



Taking our learning forward – some potential implications and recommendations

Accountability shifts:

- greater autonomy for programme teams to make decisions

System shifts:

- critically assess the flexibility and responsiveness of internal systems
- reducing multiple levels of approval

Mindset/ cultural

- establish an internal culture that builds trust
- strengthen learning culture
- embed openness to changing approaches rather than fixed pathways to deliver

THANK YOU



Save the Children

Our session leads



David Parks OBE
The Skill Mill



Caroline Bernadi
Village Enterprise



Richard Germond
Save the Children UK



James Magowan
Department for Culture,
Media and Sport



Hilary Olson
Research Consultant



Mila Lukic
Bridges Outcomes
Partnerships

- **Pathway 1** - Innovation in service delivery:
Davie
- **Pathway 2** - Institutional learning within
delivery organisations practices & ways of
working): **Richard & Caroline**
- **Pathway 3** - Partnerships with government
(at local & central level) for system level
change: **Mila & James**
- **Pathway 4** - Effective ways of working at
local level (within local ecosystems of
provision): **Hilary**

What does success look like for the 'pathway' you are discussing in your group?

10 minutes



GOVERNMENT
OUTCOMES
LAB

- **Pathway 1** - Innovation in service delivery:
Davie & Louise
- **Pathway 2** - Institutional learning within delivery organisations practices & ways of working): **Richard & Caroline**
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- **Pathway 4** - Effective ways of working at local level (within local ecosystems of provision): **Hilary**

What are the building blocks (e.g. context, activities, stakeholders) for achieving that success?

8 minutes



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What is one thing that YOU
(your organisation) can do as a
concrete step towards that
vision of success?

6minutes



- **Pathway 1** - Innovation in service delivery:
Davie & Louise
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delivery organisations practices & ways of
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provision): **Hilary**

Your call to action

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GOVERNMENT OUTCOMES LAB

From reporting to value creation: impact measurement as a strategic tool in social outcome projects

Chair: Tommaso Tropeano and Enrico Bellazzecca,
Politecnico di Milano



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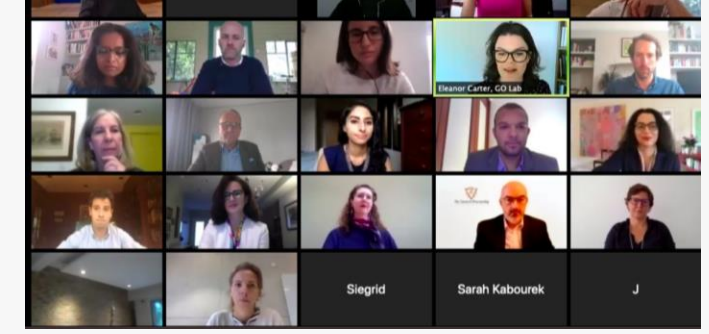


Coffee break

UP NEXT:
Big Picture from 3.30pm



Check out the SOC25 programme



#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



GOVERNMENT OUTCOMES LAB

Big Picture: Delivery beyond deliverables: what does it take to put meaningful outcomes at the heart of public services?

Chair: Nick Joicey, University of Oxford



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Meet our panellists



Dr Eleanor Carter
University of Oxford



Bruno Schettini
São Paulo
Securitization Company



Tshego Walker
South Africa
Presidential Youth
Employment
Intervention



Dr Dan Honig
UCL and Georgetown
University



Nick Joicey
University of Oxford
Chair



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GOVERNMENT OUTCOMES LAB

Celebrating nearly a decade of engaged research on outcomes-focused partnerships

Spotlighting the latest findings from GO Lab's
Life Chances Fund evaluation



Since 2016...



Photo: Launch of the Life Chances Fund at the Blavatnik School, July 2016

150+ in-depth interviews

490+ survey responses (across 7 survey waves)

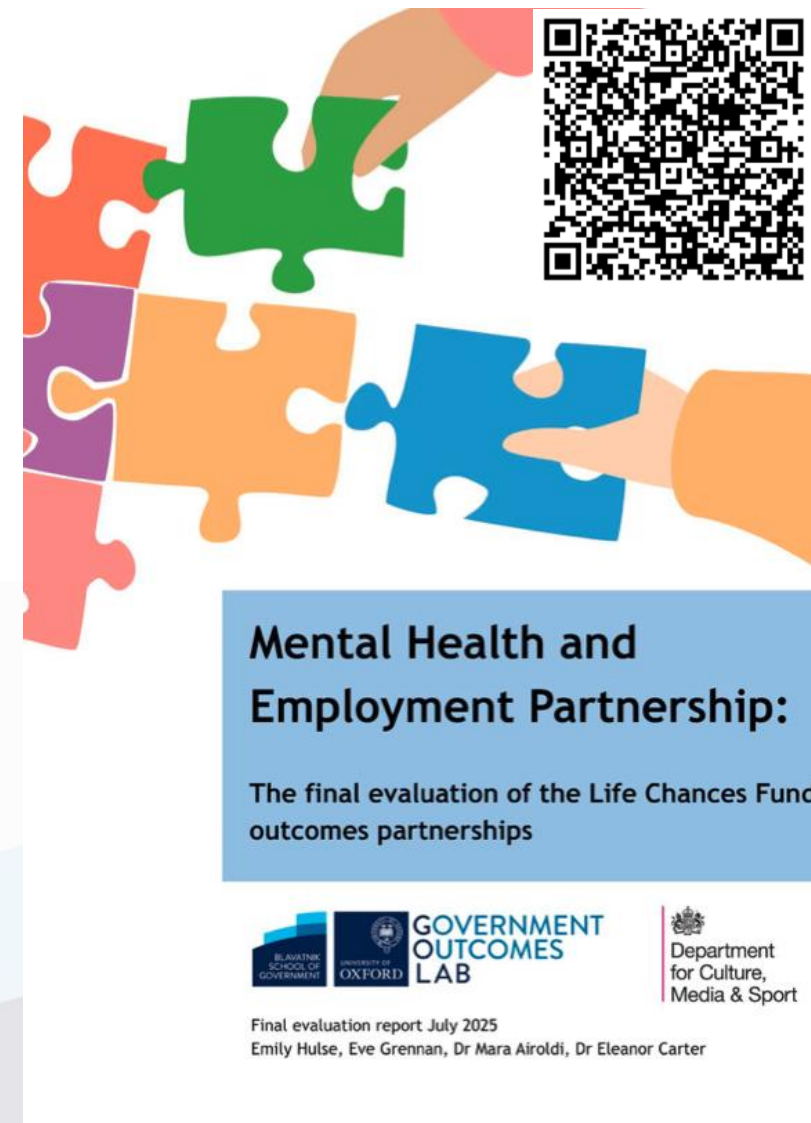
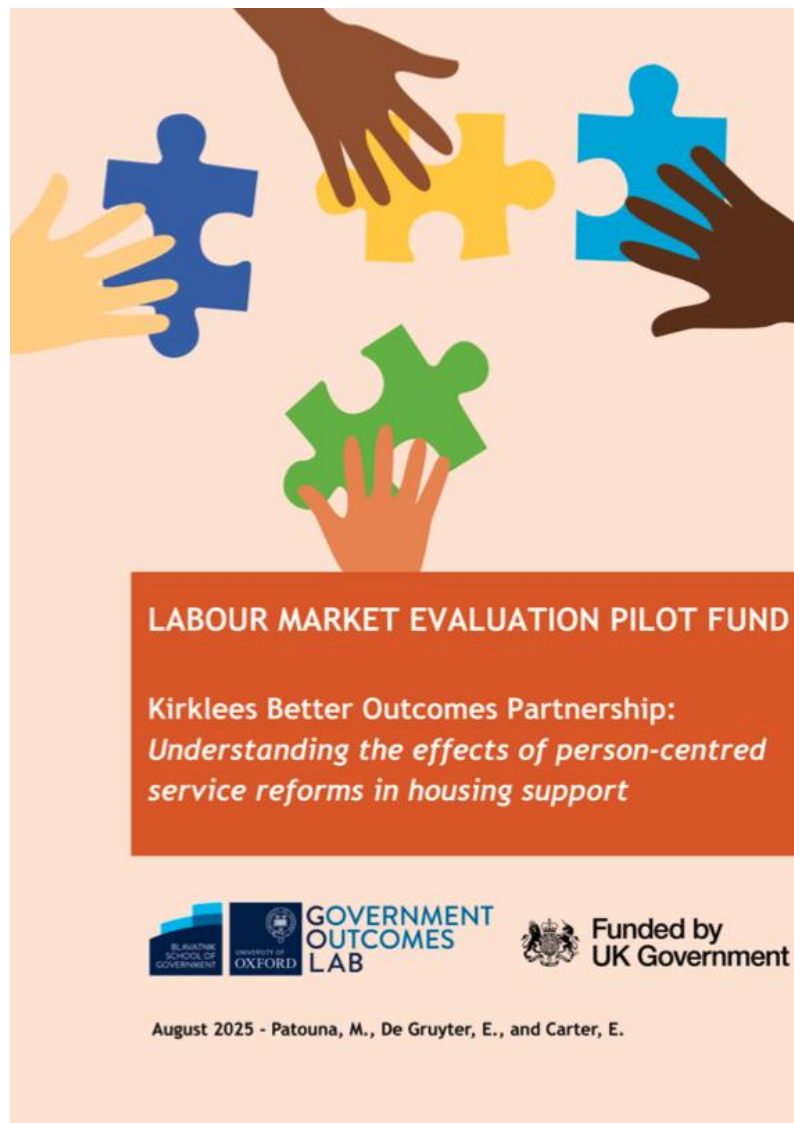
30+ facilitated workshops, focus groups and site visits

100,000+ views of INDIGO datasets

100+ peer learning events, advice surgeries, webinars & engaging with evidence sessions

4 GO Lab babies in the last year 🎉 🎉 🎉 🎉

Hot off the press!



Thank you!



Department
for Culture,
Media & Sport



BETTER
SOCIETY
CAPITAL



Thank you!

Mental Health and Employment Partnership (MHEP)



Kirklees Better
Outcomes Partnership



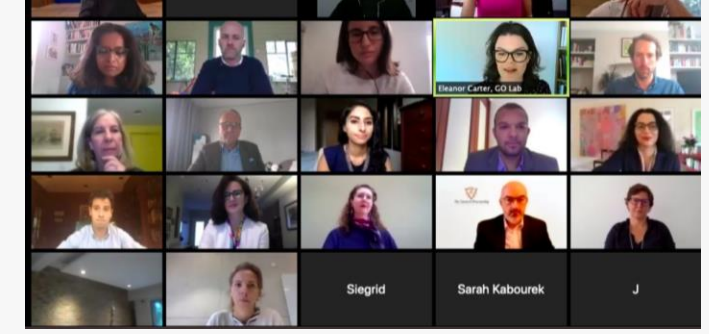
Thank you, GO Labbers!



Up next

ONLINE: Back tomorrow at 10.30 am BST

In-PERSON: Join us in the **Inamori Forum** for a special celebratory moment with the GO Lab team, followed by a networking dinner in the **Café**.



Day 2 Programme

Scan for full agenda



07:00 Oxford landmarks run (starts at Radcliffe Camera)

08:15 Registration opens

08:30 **Croissants & Collaborations**
First Floor: Executive Education Suite, Group Working Room 4, Group Working Room 5, Group Working Room 9
Basement Floor: Seminar Room 1, Seminar Room 2, Seminar Room 3, Seminar Room 4

10:00 Break

10:30 **Big Picture: Impact economy - the what, the how, and the why**
Tun Razak Lecture Theatre

Big Picture: From metrics to meaning - rethinking data infrastructure for adaptive public service
Lecture Theatre 1

12:00 Lunch & Social impact poster gallery Inamori Forum

14:00 **Deep Dive: Scaling Results-Based Financing in maternal health: Lessons from Zimbabwe and South Africa**
Seminar Rooms 1+2

Deep Dive: Where next for international development and humanitarian aid?
Seminar Rooms 3&4

Deep Dive: Building Blocks - Data and Outcomes in Education Systems
Tun Razak Lecture Theatre

Deep Dive: Reimagining employment support through outcomes-based employment initiatives and relational practice
Lecture Theatre 1

15:30 Break

16:00 **Big Picture and book launch: Contracting for Public Value**
Lecture Theatre 1

17:15 **Book launch: Contracting for Public Value**
Inamori Forum

17:45 🎉 **SOC25 Closing celebration gala & remarks**